CIMSPA®

Standards for deployment policy

Contents

1. Policy scope overview

1.1 Our regulatory role

The Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) is recognised as a regulator for the sport and physical activity sector workforce.

We are listed on the UK government [Regulated Professions Register](#).

1.2 Who we support and regulate

Our purpose is to lead the sport and physical activity sector workforce and continue to shape a respected, regulated and recognised profession that prioritises diversity, inclusion, skills and behaviours.

We provide career support for many occupations within the sector.

- **Practitioners –** for example personal trainers; group exercise instructors; gym instructors; sports coaches and coaching assistants (those working outside of sports governing bodies); swimming teachers; lifeguards; recreation assistants; tai chi and qigong instructors; and exercise referral professionals.
- **Managers and leaders –** within sport and physical activity, at all levels from aspiring to senior.

1.3 Standards for deployment policy – scope

CIMSPA have created this policy within its regulatory scope as identified above.

The policy provides authoritative guidance for sport and physical activity organisations – primarily within the leisure operations, exercise and fitness, community sport, and health and wellbeing industries.

There is no legislative requirement to adhere to this policy, but organisations that do so are demonstrating alignment with best practice within the sport and physical activity sector.

The policy enables organisations to make the strategic decision to align with CIMSPA's approach to effective self-regulation, demonstrating how our sector is maturing and improving.

1.4 Sports governing bodies

CIMSPA recognises that a proportion of sports coaching professionals are employed or deployed within sports clubs that are accredited by individual sports governing bodies.

These sports governing bodies may provide their own regulatory policy and guidance on standards for deployment for the sports coaches that their accredited clubs employ and deploy.

1.5 How this policy improves deployment processes

Existing practices for understanding if an individual is suitable for a specific occupation are conventionally centred in terms of the "level" of an earned qualification.

While a useful starting point, this approach is potentially over-simplistic in that a specific qualification may not precisely match the needs of the occupation. This could increase the cost of training and deploying an individual.

This policy's approach is to identify and use a more precise understanding of the level of learning and development required for deploying an individual in a given occupation.

To achieve this, it uses the sector's established framework of professional standards which have been created to match employer needs and are managed by CIMSPA.

Standards for deployment established through this policy will be consistent, considered and clear. They will recommend compliance at the specific level needed for the occupation

Creating and implementing this policy demonstrates how CIMSPA is conducting its regulatory role in a manner that best protects both the public and our workforce.

Professional and apprenticeship standards

CIMSPA is the guardian of a framework of professional and apprenticeship standards for the sport and physical activity sector. It outlines the minimum knowledge and skills an individual must understand and demonstrate for occupations that we regulate.

This standards framework is driving the development of quality education products for our workforce and supporting employers in assessing which occupations an individual is qualified for.

The sport and physical activity sector's professional standards have been created by employers, education providers, awarding organisations and other sector stakeholders. Professional standards development is coordinated and managed by CIMSPA on behalf of the sector.

1.6   Who this policy is for

This policy creates a clear and constant reference point outlining the standards for deployment for those working in the sport and physical activity sector.

- This policy should be used by employers and deployers in the United Kingdom to guide their recruitment, training and assessment practices.

- Education providers and awarding organisations can also use this policy to ensure that their education products are closely calibrated to the compliance requirements of sector occupations.

- The policy will also be used by CIMSPA to inform and collaborate with the legal and insurance sectors in order to help create a safe framework that better protects employers, deployers and the workforce. This fulfils a duty of care to the "people looking after the people".

2. Why the policy is necessary

2.1 The need for a standards for deployment policy

The sport and physical activity sector is dynamic, and both employed and deployed occupations in the workforce – paid and unpaid – are maturing to meet the ever-evolving demands, needs and expectations from participants.

The sector must ensure that:

- working in sport and physical activity remains an accessible career choice – that employers can recruit and retain individuals into our workforce at all levels

- its workforce is safe and protected – with appropriate training, education and fulfilment of a duty of care, including appropriate, relevant insurance cover and meeting legal and safeguarding requirements.

This workforce can then encourage more people to have sport and exercise in their lives on a sustainable basis, leading to positive social impact on the individual, community and nation.

The existing employment and deployment situation

In the context of our workforce and how it is deployed, the delivery of sport and physical activity services in the UK has lacked:

- strategic oversight by one body to produce and implement a clear and reasonable policy solution

- understanding and usage of a "right-touch" regulatory approach that evaluates the minimum amount of regulation needed to achieve a desired outcome – regulation that is proportionate to the risk involved

- a suitable framework for how deployment decisions should be made that is both:
  - centred on a set of professional standards of knowledge and skills that must be adhered to whatever the occupation an individual has in the workforce
  - based on an overall independent assessment of the risks involved in the delivery of the occupation so that these can be mitigated by training, experience and a complete understanding of the delivery and assessment environment.

2.2 Our policy solution

The Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) is the recognised chartered body for the sport and physical activity sector workforce.

It has created this policy, together with supporting guidance and implementation resources, to define standards for deployment within the sector workforce that we regulate.

The policy has been approved by the UK Workforce Professional Development Board for Sport and Physical Activity and should be used by sector workforce employers and deployers who align with it to inform their recruitment, training and assessment practices.

The policy creates a clear scope of practice for:

- what **occupation** an individual member of the workforce can do
- which **populations** they can work with – for example children or people with long-term conditions
- the **environment** in which they can work – for example in schools.

2.3   It is the best solution

Bringing all the occupations that we regulate within this CIMSPA policy will give clarity to:

- employers, deployers and other stakeholders within the sector
- those who have a role to play in delivering education and deployment for our workforce: for example, training providers, further and higher education institutions and awarding organisations can use this policy to evolve and align their learning, training and qualifications.

In addition, employers/deployers that implement this policy will be able to offer more clarity to their insurers regarding the scope and practical delivery of their activities. This will be facilitated by CIMSPA continuing to engage with the financial services and legal sectors.

2.4   Why it is important to engage

The sport and physical activity sector is taking ownership of regulating how its workforce is employed/deployed.

Currently the sport and physical activity sector is self-regulating, meaning that there is no external regulation imposed on our workforce.

Under this system, there have been several high-profile cases[1] and government investigations into harm caused to participants by the workforce. Failure to respond appropriately to these reports by not improving the policies that support our workforce might mean that more onerous, external regulatory systems could be imposed on sport and physical activity.

CIMSPA was created in 2012, and its workforce regulatory role has been recognised by the home nation sports councils and the government. This has been an enabling step towards ensuring successful and consistent self-regulation within the sector, as regulators have a responsibility to set policy in their space.

Moving forwards, the creation of this policy and its successful implementation will provide a clear statement that the sector recognises its responsibility and the duty of care it has both for its workforce and for sport and physical activity participants.

It will make clear to the government and the public that sport and physical activity is maturing as a distinct sector and profession – demonstrating robust self-governance and a commitment to protecting its workforce and the public.

Widespread adoption of this policy into employment and deployment practices will benefit both the sector and wider society.

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1   Sport England, The Whyte Review, 2022
    The FA, The Sheldon Report, 2021

3. How this policy will help our sector

3.1 The value to stakeholders of this policy

1. For employers and deployers

The key benefit of alignment to this standards for deployment policy is that it will streamline and simplify the evaluation and understanding of whether their workforce is compliant with an appropriate level of knowledge and skills to carry out specific occupations.

This compliance may be occupation specific or a combination of occupation, population and/or environment: for example, a coach working with children in a school environment.

Whatever combination, compliance is referenced to the relevant occupation, population, environment or technical specialism professional standards.

2. For education providers

Using the standards for deployment policy as a reference point will help education providers to determine both the appropriate curriculum content and the level and rigour of assessment needed for an education product intended for use as occupation training.

Creating qualifications, CPD and other education products that match this reference point will help to mitigate the risk of working in the intended occupation as identified through the standards for deployment evaluation process.

- Education products built in this way will better meet employer needs, as it will ensure the education products are based on a clear understanding of risk and expertise within an occupation.

- By being more precisely focused, education providers will be more able to deliver cost-effective training to employers and their workforces.

Education providers will also find it easier to explain why an education product is, for example, delivered and assessed without the oversight of a regulated provider such as an awarding organisation, as their education products can be traced through to the agreed evaluation for that occupation.

3. For individuals

The successful implementation of this standards for deployment policy will have clear benefits for individual members of our sector's workforce.

- A completed standard for deployment provides an authoritative reference for the training required for a sport and physical activity occupation or combination of an occupation, participant populations and/or environments.

- This reference helps an individual to understand what is both inside and outside their individual scope of practice.

- By understanding this, they can reduce the risk of putting themselves, their colleagues or participants at risk.

> **Scope of practice**
> Scope of practice is a way of describing what an individual is trained and competent to do. It describes the areas in which they have the knowledge, skills and experience to practise safely and effectively in the best interests of participants.

4. The sector context for this policy

4.1 Sector and policy context

The sport and physical activity sector ("the sector") is diverse and growing rapidly, with participants' expectations varying depending on their goals and motivations. Examples range from a parent taking their child to a swimming pool to learn to swim, to a recreational runner at a community running session, to a high-performance athlete wanting support to become as good as they can be.

This is reflected in the growth and specialisation of the sector's workforce.

The 2023 CIMSPA Workforce Insights Report showed that:

- the sector has 586,000 paid professionals, with growth of 129,000 net new jobs between 2003–2017 – a 42% sector growth

- this is in addition to over 3 million people involved in coaching in a paid or voluntary capacity as outlined in the 2022 UK Coaching Workforce Survey.

The sector's workforce is the critical factor in ensuring that any sport and physical activity experience is not only safe both for the workforce and participants but also matches participant expectations.

To enable people who work or volunteer in the sector to provide the best possible experience for participants, it is essential that they are recruited, developed and supported in the right way, as highlighted by:

- Sport England in their professional workforce, volunteering and coaching strategies:
    - [Working in an Active Nation](#)
    - [Coaching in an Active Nation](#)
    - [Volunteering in an Active Nation](#)

- **sport**scotland in their [Coaching Scotland](#) framework

- Sport Wales in their [A Vision for Sport in Wales](#) strategy.

Individuals within the workforce therefore require support and protection to be provided by:

- their employers and deployers

- their insurance and the legal sector.

Their occupations' knowledge and skills must also be recognised and understood by the health sector and other stakeholders.

To achieve this, having clear and consistent standards for working in the sector is essential for everyone to understand what they can expect, what's expected of them and that participants' expectations are met.

This will ensure safe settings for sport and physical activity are provided – protecting the workforce, employers/deployers and participants from harm – including reputational, financial and physical/mental injury.

5. Professional standards and occupational scope

5.1 Policy purpose and professional standards

The purpose of this policy is to create a clear reference point outlining what an individual member of the workforce can do, who they can work with and in what environment. It will utilise the sector's professional standards to:

- determine the occupations in scope within the sport and physical activity sector under the responsibility of the UK Workforce Professional Development Board and relevant committees

- determine the scope of practice for each occupation in scope (as listed in Appendix 2)

- outline the minimum standard of competency required for an individual working in one of the occupations in scope

- identify the risks, hazards and likelihood of harm occurring for each occupation in scope

- identify the expertise and knowledge required to perform each occupation in scope

- outline the minimum initial training requirements for entry into each occupation in scope

- outline the ongoing maintenance and regulation required for each occupation in scope.

5.2 Scope overview – occupations covered by this policy

A comprehensive list of the occupations in scope of this policy can be found in Appendix 2.

The occupations are defined by the professional standards developed by the sector's employers and deployers, supported by sector bodies such as sports governing bodies and education and training organisations, and are published and managed by CIMSPA. The professional standards are categorised by four characteristics.

Characteristic	Professional standard example
Occupation	Personal Trainer
Environment	Working in a School Environment
Population	Working with Children
Technical Specialism	Gymnastics

Where a standard exists, the individual will demonstrate competency covering the whole of the professional standard for the occupation, environment, population and/or technical specialism.

Examples

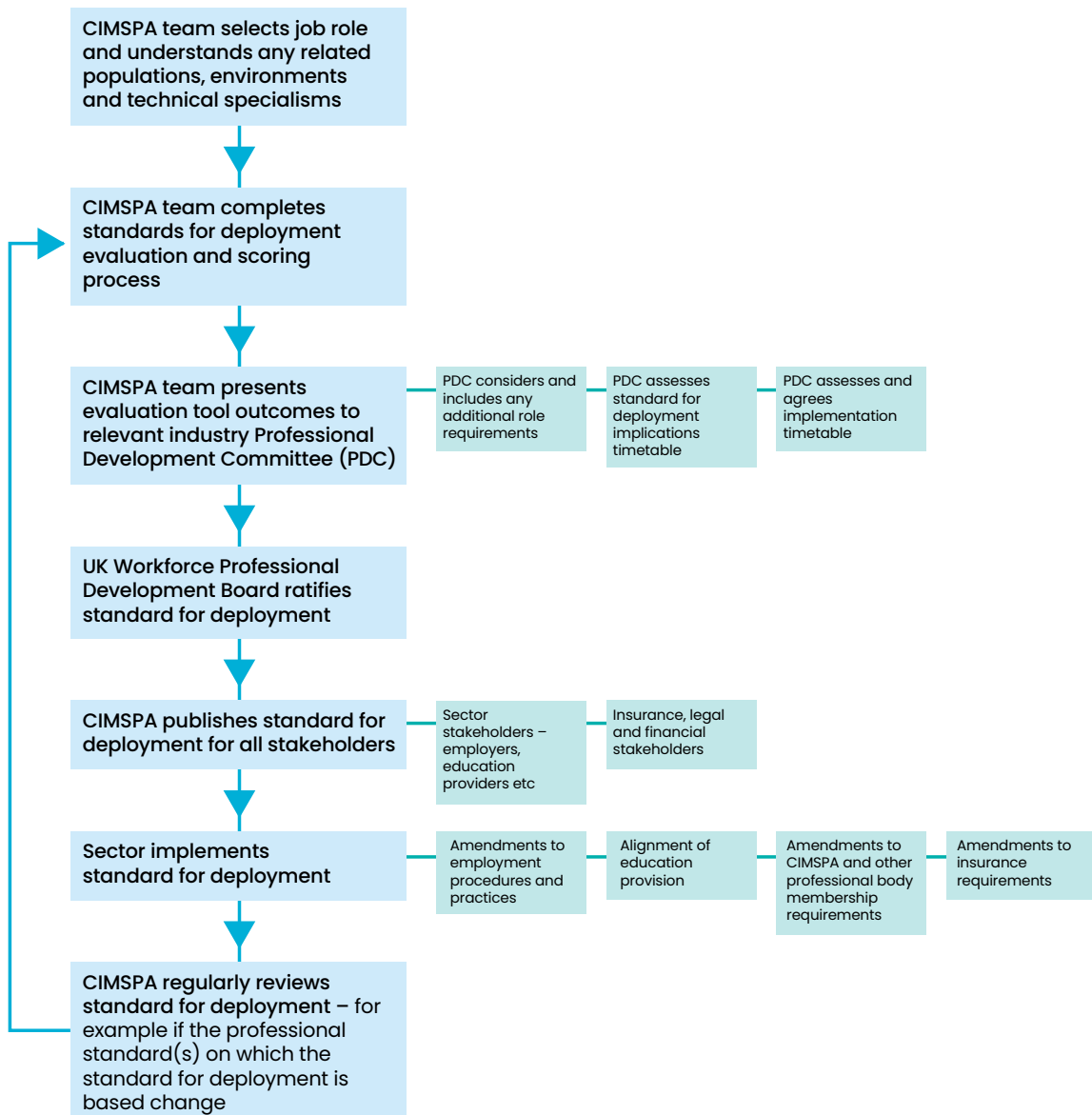| A personal trainer who works with children	A personal trainer who works with children in a school
Will evidence competency in the following professional standards: • Personal Trainer (occupation) • Working with Children (population)	Will evidence competency in the following professional standards: • Personal Trainer (occupation) • Working in a School Environment (environment) • Working with Children (population)

6. Developing, approving and implementing standards for deployment

6.1 Standards for deployment workflow

Following the process outlined in Section 7 of this policy, CIMSPA will conduct the evaluation by using the standards for deployment evaluation tool for all occupations in scope in order to calculate the compliance score (which will determine compliance requirements).

Diagram: Creating a standard for deployment – workflow

CIMSPA team selects job role and understands any related populations, environments and technical specialisms

CIMSPA team completes standards for deployment evaluation and scoring process

CIMSPA team presents evaluation tool outcomes to relevant industry Professional Development Committee (PDC)

— PDC considers and includes any additional role requirements

— PDC assesses standard for deployment implications timetable

— PDC assesses and agrees implementation timetable

UK Workforce Professional Development Board ratifies standard for deployment

CIMSPA publishes standard for deployment for all stakeholders

— Sector stakeholders – employers, education providers etc

— Insurance, legal and financial stakeholders

Sector implements standard for deployment

— Amendments to employment procedures and practices

— Alignment of education provision

— Amendments to CIMSPA and other professional body membership requirements

— Amendments to insurance requirements

CIMSPA regularly reviews standard for deployment – for example if the professional standard(s) on which the standard for deployment is based change

CIMSPA will present each completed standard for deployment evaluation to the relevant industry Workforce Professional Development Committee. The committee will discuss and agree:

- the suitability of the assessment
- the implications of the evaluation for implementation
- the proposed timescale for implementation.

Once agreement is reached by the industry-specific committee:

- The proposed standard for deployment will be passed to the UK Workforce Professional Development Board (UK WPDB) for consideration.
- The UK WPDB will assess if there are any cross-industry implications raised by the proposed standard for deployment.
- If satisfied, they will ratify and give final sign-off for the standard for deployment.
- CIMSPA will then publish the standard for deployment and inform all relevant stakeholders.
- The UK WPDB will then monitor its implementation and eventual review.

6.2 Implementation and measuring impact

Without legislation to define or enforce the standards for deployment, the sector and its stakeholders must self-select to implement the standards for deployment.

Core organisations

These organisations will strongly influence the successful implementation of the standards for deployment policy across the sector.

- Employers and deployers within our regulatory scope should align their recruitment and employment practices to the standards for deployment.
- Education providers and awarding organisations should align the content and assessment of their education products to the compliance levels identified for occupations that have a standard for deployment.
- CIMSPA will align its membership entry requirements and then ongoing monitoring of members to the standards for deployment.
- Stakeholders with workforce accreditation schemes who align their deployment guidance to this policy will be helping with implementation success.

Other stakeholders

The support of other bodies will impact the successful implementation of this policy.

- The insurance and legal sectors must be given sufficient information through continual dialogue to base their policy definitions, indemnity limits and premiums upon the agreed standards for deployment.
- National-level, governmental and funding bodies will play a key role in implementation success by prioritising support and funding for organisations that employ or deploy people in line with the standards for deployment. These include:
  - home nation sports councils and other national-level funding bodies, for example the Education and Skills Funding Agency, the Scottish Funding Council and the Welsh Government
  - government departments and other agencies with a responsibility for funding skills such as the Department for Education, Skills Development Scotland, Institute for Apprenticeships and Technical Education and in the future Skills England, as well as devolved regional authorities.

Successful implementation will ensure that the system for training and deploying people working in the sport and physical activity sector is better aligned, ensuring efficiency and clarity for those delivering sport and physical activity and making the process more straightforward for the whole workforce and their employers and deployers.

6.3 Implementing standards for deployment – employers/ deployers

As an employer/deployer in the sector, it will be your responsibility to ensure that you understand:

- what any individual in your workforce can do within their scope of practice
- who they are allowed to work with
- the compliance level they must reach before being employed/deployed.

These deployment standards are required to provide a safe environment for both worker and participant, further professionalising the environment that is recognised by all internal and external stakeholders.

7. Creating a standard for deployment

7.1 Determining the level of compliance

It is important the workforce has the appropriate type and level of training, support and ongoing monitoring. The training and ongoing monitoring should not be overly burdensome but rigorous enough to provide an individual with the competence and confidence to perform their occupation.

Initial training and ongoing monitoring must be relevant, proportionate and consistent across all employers and deployers in the sport and physical activity sector. CIMSPA defines this as right-touch regulation, a phrase commonly used across the health and social care sectors.

The training and ongoing monitoring must be determined by identifying the risks and expertise required to perform the occupation in line with the scope of practice as defined by the relevant professional standard(s) as appropriate).

Once the risk and expertise for the occupation has been evaluated, employers, deployers and the workforce must undertake training and ongoing monitoring in line with the agreed requirements.

7.2 Identifying risk, mitigations and expertise

To evaluate whether the type of training and ongoing regulation is fit for purpose to meet the relevant professional standard(s), this must include evaluations of:

- the risks involved in performing the occupation
- any mitigations that are used to reduce risks
- the expertise required to perform the occupation.

A compliance score is then calculated based upon the severity and likelihood of the risks involved, any risk mitigations and the complexity of the expertise required to perform the occupation. A tool to perform this task has been developed by CIMSPA.

This score is then used as the basis to categorise the occupation into its compliance category.

Full details of how a standard for deployment compliance score is calculated are contained within this policy.

7.3　Understanding risk and expertise

Risk and expertise evaluations are based on the following definitions and principles.

RISK

- Risk is a situation that will expose someone to harm or danger.
- Hazards and harmful events are identified dangers of risk.
- Mitigations lessen the gravity of the offence or mistake.

Risk evaluation principles

The risk evaluation to determine the standards for deployment is an overall appraisal of the occupation based on professional standard(s). This can be either for a single occupation only, for example, coach, or for a combination of occupation, environment and population standards, for example, a coach who is working with children and working in a school environment.

The evaluation is based on:

- the scope of the occupation outlined within its professional standard
- the identified hazards for that occupation and the likelihood of them occurring
- the ability to consider mitigations that can help lower the risk, for example, coaches trained in safeguarding lower the potential probability of harm.

EXPERTISE

Expertise is applied knowledge in a particular field.

Expertise evaluation principles

The evaluation of expertise to determine a standard for deployment is:

- based upon the complexity of the competency required for that occupation
- defined by the competencies outlined within the professional standard(s)
- determined by the professional standard(s) identified for that occupation, for example, an occupation where the population and environment are also defined as requiring a professional standard is deemed as more complex
- a broad evaluation of the expertise required for the occupation.

8. Using the standards for deployment evaluation tool

8.1 Introduction

To illustrate how a standard for deployment is evaluated, below is an outline evaluation tool workflow for the occupation of coaching assistant.

In addition to the outline given here, there is a fully worked example of a standard for deployment for a single occupation – pool plant operative – in Appendix 1 below.

8.2 Identify relevant professional standards

To carry out the evaluation, the occupation must have a professional standard or combination of professional standards that clearly outline both the scope of the occupation and the competencies required to perform it.

In this example, the relevant professional standard is Coaching Assistant.

8.3 Identify risks and mitigations

Using the relevant professional standard(s), identify the risks and mitigations associated with the role in the following categories:

HAZARDS

- The hazards associated with the role
- The likelihood of each hazard occurring
- The impact of each hazard occurring

EVENTS

- The harmful events associated with the role
- The likelihood of each event occurring
- The impact of each event occurring

MITIGATIONS

- Risk mitigations that can be applied to the identified hazards and events

8.4 Evaluate and score the risks and mitigations

- Score each category on a 1–5 scale, with 1 being low and 5 being high. More detail on this scale can be found in the full example in Appendix 1 below.

- Add the scores for hazard impact and likelihood and event impact and likelihood together.

- Then, subtract your risk mitigation score.

Scoring example – coaching assistant

RISKS AND MITIGATIONS

2	+	**4**	+	**2**	+	**4**	=	**12**
Likelihood of hazards occurring		Impact of hazards		Likelihood of harmful events		Impact of harmful events		Initial risk score

5
Risk mitigations score

Residual risk score

12	–	**5**	=	**7**
Initial risk score		Risk mitigations score		Residual risk score

RESIDUAL RISK

You will then have your residual risk score. The maximum residual risk score is 20.

Score	Residual risk
0–5	Very low risk
6–10	Moderate risk
11–15	High risk
16–20	Very high risk

8.5 Identify expertise and categorise

- **Occupation complexity:** a description of the expertise required to perform the role. Some roles are more complex than others and require greater expertise.

- **Population group complexity:** a description of the type of people the occupation-holder will likely work with. Where an occupation is being evaluated without the relevant population professional standard, the occupation evaluation should consider that they may work with a broad range of populations.

- **Environment complexity:** a description of the type of environment the occupation-holder will likely work within. Where an occupation is being evaluated without the relevant environment professional standard, the occupation evaluation should consider that they may work with in a broad range of environments.

- **Additional technical requirements:** there may be additional technical requirements that are needed to perform the role, which may require a level of expertise.

8.6 Evaluate and score expertise required to perform the role

Scoring example – coaching assistant

Evaluate the complexity of expertise required in the following four areas:

- Occupation complexity
- Population group complexity
- Environment complexity
- Additional technical requirements

Score each category on a 1–5 scale, with 1 being low and 5 being high. Then, add the scores together.

EXPERTISE

3	+	3	+	3	+	3	=	12
Occupation complexity score		Population group complexity score		Environment complexity score		Additional technical requirements score		Expertise evaluation score

Expertise score

This gives you your expertise score. The maximum score is 20.

Score	Expertise required
0–5	Low level of expertise required
6–10	Moderate level of expertise required
11–15	High level of expertise required
16–20	Very high level of expertise required

8.7 Calculate the overall compliance score

Add your residual risk score to the expertise score. This gives you your overall score. The maximum score is 40. For example:

STANDARD FOR DEPLOYMENT COMPLIANCE SCORE

7	+	12	=	19
Residual risk score		Expertise evaluation score		Standard for deployment compliance score

Occupation status	Moderate compliance occupation

The end outcome of the evaluation tool is a standard for deployment compliance score that allows the occupation (and any combinations of relevant populations and environments) to be correctly categorised.

# 9. Understanding a standard for deployment compliance score

9.1 Categorisation

Once a score has been calculated it will lead to the occupation being categorised as one of the following:

Score	Compliance level
10 or below	A low compliance occupation
11–19	A moderate compliance occupation
20–29	A high compliance occupation
Over 30	A very high compliance occupation

In our example, the compliance score for the occupation of coaching assistant is within the "moderate compliance" band.

Diagram: The range of occupation compliance categorisations, showing coaching assistant as a scored example

Coaching assistant

Risk = 7
Expertise = 12
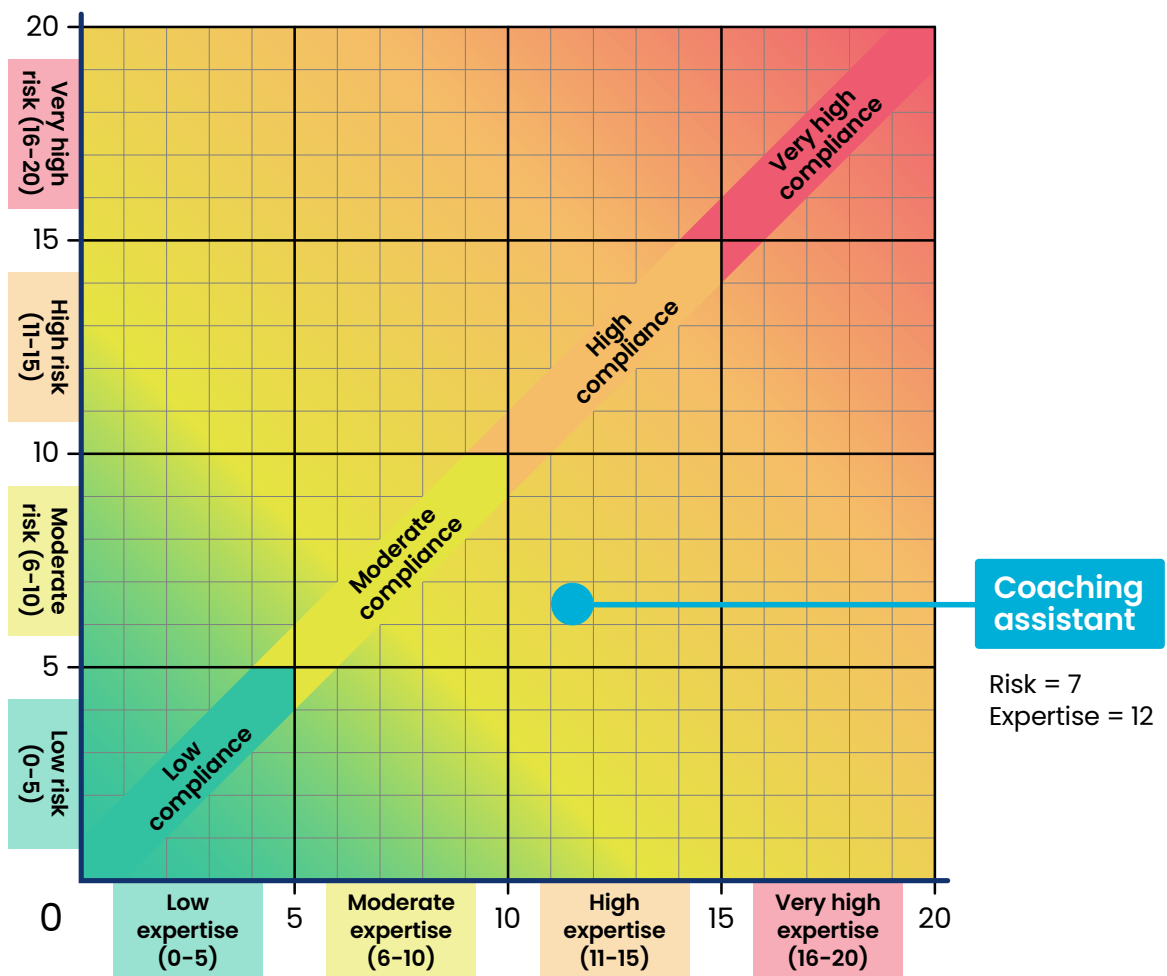
9.2 Understanding "compliance"

We have used the term "compliance" to describe:

- the combination of risk and expertise that define the role's requirements
- how the level of compliance has implications for the occupation's classification[1] as either (taking the practitioner context as an example):
  - Technical Group 1 Practitioner (level 2 equivalent)
  - Technical Group 2 Practitioner (level 3 equivalent)
  - Higher Technical (level 4 equivalent)
- the assessment and ongoing monitoring needed to be safe and compliant.

The intention is to establish a proportionate level of compliance to the risks that the occupation presents and the expertise required to perform the role.

For example, if a role is classified as low compliance, then less rigorous assessment is required than for a role classified as moderate compliance.

This means that it is likely to be easier and quicker to deploy a low compliance occupation:

- Wider recruitment pool, lowering recruitment barriers
- Less initial training required, meaning that individuals can be deployed quicker
- Less ongoing training required, making budgeting more manageable

9.3 Compliance level implications

The categorisation of occupations allows us to group types of occupation and apply consistent standards for both initial training and ongoing review.

Occupations within the scope of this policy in organisations regulated by CIMSPA will have their standard for deployment compliance score calculated by CIMSPA. This will then be published to the sport and physical activity sector.

For organisations that are aligning to this policy, the following outcomes will be applied when deploying an individual into the workforce.

COMPLIANCE LEVEL

Low compliance occupations

- Initial training does not require formal assessment and can be conducted by a deployer/employer.
- There is no requirement for ongoing assessment of that occupation.
- CPD is recommended but not mandatory.

Moderate compliance occupations

- Initial training requires assessment, but the assessment can be conducted by a deployer/employer or education provider.
- There is no requirement for ongoing assessment of the occupation.
- CPD is mandatory but does not require assessment. It can be chosen by the workforce individual.

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1   For more information: Product Development Guidance – Guide for CIMSPA Education Partners

High compliance occupations

- Initial training requires assessment. This must be completed either by CIMSPA as the relevant professional body or by an externally regulated organisation, for example:
  - an awarding organisation overseen by either Ofqual, SQA, Qualification Wales or the Council for the Curriculum, Examinations and Assessment (CCEA)
  - a higher education institution.
- Awarding organisations can be involved for quality assurance purposes.
- There is no requirement for ongoing external assessment of the occupation by a regulated organisation.
- CPD is mandatory but does not require assessment. It can be chosen by the individual.

Very high compliance occupations

- Initial training requires assessment. This must be completed either by CIMSPA as the relevant professional body or by an externally regulated organisation, for example:
  - an awarding organisation overseen by either Ofqual, SQA, Qualification Wales or the Council for the Curriculum, Examinations and Assessment (CCEA)
  - a higher education institution.
- There is a requirement for ongoing assessment of the occupation. This must be completed by an externally regulated organisation at least once every two years. The requirements of the ongoing assessment will be determined by CIMSPA.
- CPD is mandatory and must be assessed by a CIMSPA Training Provider Partner.

ADDITIONAL ROLE REQUIREMENTS

In addition to outlining the implications based on the competency evaluation score, there may also be additional requirements to deploy an individual into an occupation.

They are determined by employer need via the Workforce Professional Development Committee(s) and fall into two categories:

- **Mandatory:** non-negotiable requirements that must be met before the person can be employed.
- **Advisory:** recommendations to be considered before the person can be employed.

For example: In the full worked example of Pool Plant Operative in Appendix 1, it is mandatory that the member of the workforce holds appropriate insurance coverage but advised that a disclosure and barring check is completed.
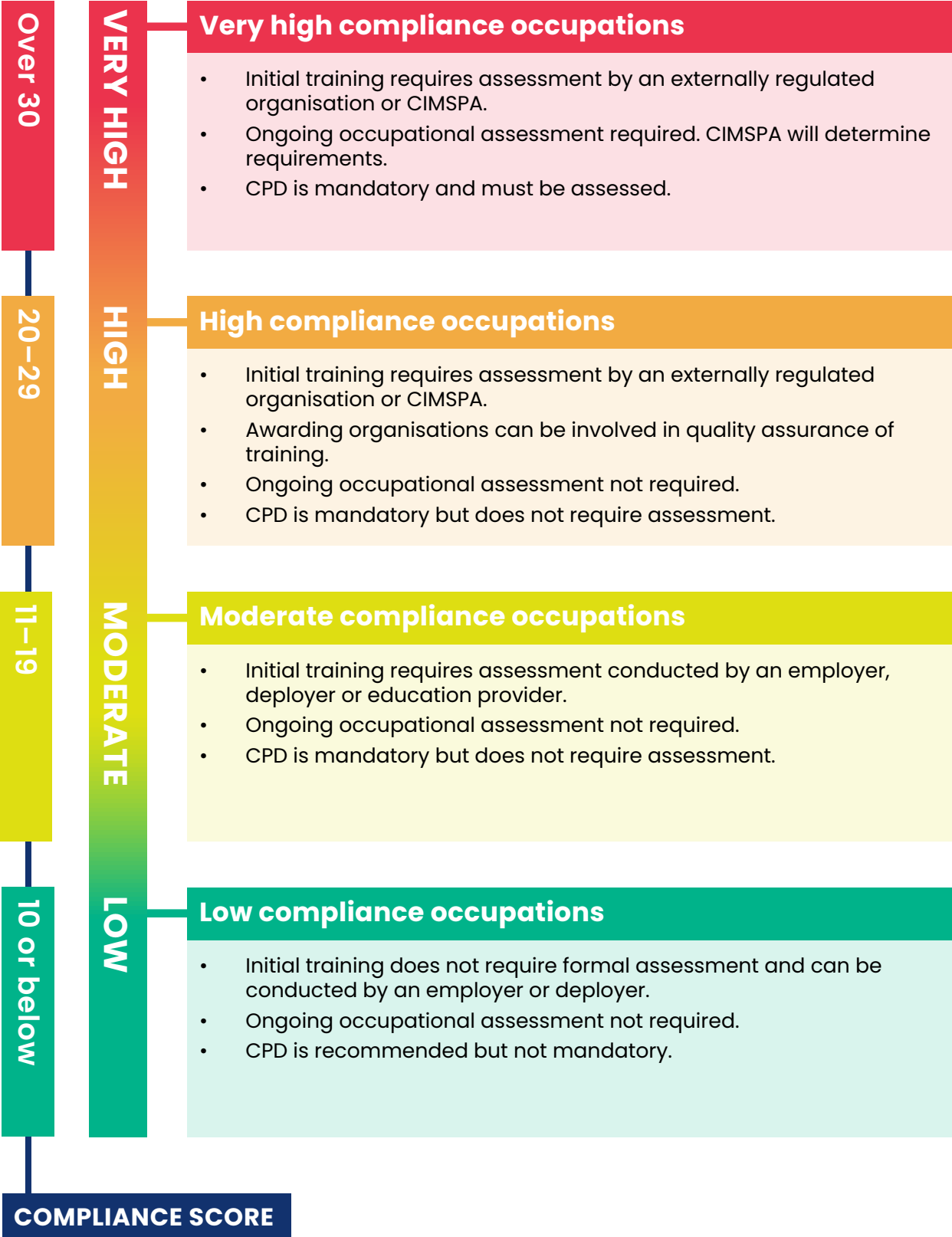
9.4 Ongoing monitoring and review

The evaluation and compliance classification of standards for deployment will be regularly reviewed by the industry-specific Workforce Professional Development Committee(s) that originally drafted the standard for deployment in question prior to it being ratified by the UK Sport and Physical Activity Sector Workforce Professional Development Board.

The factors below could trigger a review. If one of the below does not occur, an individual standard for deployment will be reviewed after 36 months of publication.

Factors which can trigger a review of the standard for deployment compliance classification:

- Significant changes to the related professional standard

- Significant changes to the standards for deployment policy

- Significant employer or industry feedback on the standard for deployment's implementation

- The Chair of the Workforce Professional Development Committee calls for a review

Compliance level implications – overview

Over 30 / VERY HIGH

Very high compliance occupations

- Initial training requires assessment by an externally regulated organisation or CIMSPA.
- Ongoing occupational assessment required. CIMSPA will determine requirements.
- CPD is mandatory and must be assessed.

20–29 / HIGH

High compliance occupations

- Initial training requires assessment by an externally regulated organisation or CIMSPA.
- Awarding organisations can be involved in quality assurance of training.
- Ongoing occupational assessment not required.
- CPD is mandatory but does not require assessment.

11–19 / MODERATE

Moderate compliance occupations

- Initial training requires assessment conducted by an employer, deployer or education provider.
- Ongoing occupational assessment not required.
- CPD is mandatory but does not require assessment.

10 or below / LOW

Low compliance occupations

- Initial training does not require formal assessment and can be conducted by an employer or deployer.
- Ongoing occupational assessment not required.
- CPD is recommended but not mandatory.

COMPLIANCE SCORE

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Appendix 1: Standard for deployment example – pool plant operative

This is a full example of a standard for deployment for a practitioner occupation.

Overview

Occupation title	Pool plant operative
Relevant professional standard(s)	Pool Plant Operative
Description of the occupation	▪ The role of a pool plant operative is to manage the pool plant and surrounding amenities, ensuring that a safe working environment is regularly maintained and that all legal requirements are adhered to. ▪ The role of a pool plant operative is used in the public and private sectors. Examples of employers/deployers include local authorities, schools, private pool owner(s), leisure trusts, facility management companies, holiday parks, NHS, hotels and hospitality. ▪ This role exists within the leisure operations industry. It plays an important role in improving the standard of pool plant operations and ensuring the safety of bathers, staff, contractors and other persons in the pool environment.
Standard for deployment compliance score	**25/40**
Occupation status	High compliance occupation
Competency assessment requirement	Initial training requires assessment. This must be completed either by CIMSPA as the relevant professional body or by an externally regulated organisation, for example: ▪ an awarding organisation overseen by either Ofqual, SQA, Qualification Wales or the Council for the Curriculum, Examinations and Assessment (CCEA) ▪ a higher education institution.
Competency assessment level*	Technical Group 2 Practitioner (Level 3 Equivalent)
CIMSPA membership grade	Pool plant operative practitioner

* See Product Development Guidance – Guide for CIMSPA Education Partners for more information and context.

Occupation level description

Level	Technical Group 2 Practitioner (Level 3 equivalent)
Responsibility and level of expected autonomy	- Ability and authority to make independent decisions based on area of work and responsibility - Operates in a predictable and defined context with an agreed scope and level of autonomy
Representative tasks and duties	- Independently completing clearly defined routine and non-routine tasks - Supervising standard operational services and monitoring progress - Scheduling and setting targets - Coordinating or contributing to resource planning or projects
Level of knowledge and understanding	- Factual, procedural and theoretical knowledge and understanding of a subject or field of work which is pre-defined (theories, ideas, concepts) but wide ranging in relation to techniques, facts, terminology and equipment essential to the role and wider sector - Awareness of different perspectives or approaches within the area of study or work
Professional and practical skills (level of complexity)	- Practical and technological depth of understanding of professional skills and context - Organising and communicating information, using predefined criteria, to audiences in familiar contexts - Completing tasks which may be complex and non-routine - Applying pre-defined ethical values and issues to personal decisions and actions in familiar contexts
Transferable "soft" skills	- Reviewing effectiveness of chosen methods and actions - Interpreting and evaluating relevant information and ideas - Identifying personal strengths and weaknesses as they apply to work in hand or future plans - Adaptable behaviour - Ethical awareness - Problem-solving including some complex and non-routine problems

Compliance requirements

Area	Detail
Ongoing competency assessment	Revalidation of relevant occupational qualification in line with certification requirements
Additional role requirements	As defined by the risk mitigations: **Mandatory:** - Appropriate insurance cover - Completion of annual CPD requirement **Advised:** - DBS check

Standard for deployment compliance score calculation

Please see sections below for the detail as to how these scores were calculated.

Risk evaluation score (hazards and events)

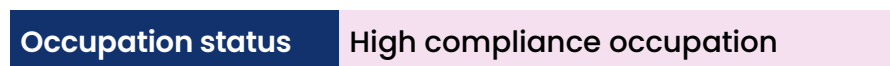| **4**	+	**4**	+	**4**	+	**5**	=	**17**
Likelihood of hazards occurring		Impact of hazards		Likelihood of harmful events		Impact of harmful events		Initial risk score

Risk mitigations score

4
Risk mitigations score

Residual risk score

17	–	**4**	=	**13**
Initial risk score		Risk mitigations score		Residual risk score

Expertise evaluation score

4	+	**1**	+	**4**	+	**3**	=	**12**
Occupation complexity score		Population group complexity score		Environment complexity score		Additional technical requirements score		Expertise evaluation score

STANDARD FOR DEPLOYMENT COMPLIANCE SCORE

13	+	**12**	=	**25**
Residual risk score		**Expertise evaluation score**		**Standard for deployment compliance score**

Occupation status	High compliance occupation

Hazards

Hazards are things that can cause harm or an adverse effect.

They are scored on a scale of one to five in terms of likelihood of the hazard occurring and the impact of the hazard occurring, with one representing a very low likelihood or impact and five representing a very high likelihood or impact.

Categories	Hazards	Hazard likelihood	Hazard impact
People	Unqualified and insufficiently trained operators	4	4
	Qualified and trained operators not maintaining occupational competence	4	4
	Qualified and untrained operators not maintaining occupational competence	4	4
	Operators unfamiliar with the site and/or uncertain about the job	4	4
Equipment	Mechanical failure/breakdown of equipment due to misuse, resulting in dangerous working conditions for operators/contractors/staff and dangerous pool water conditions	3	5
	Water testers providing incorrect results due to misuse, resulting in dangerous pool water conditions and/or a lack of protection against biological hazards	3	4
	Plant breakdown due to incorrect routine/non-routine maintenance, resulting in dangerous pool water conditions	3	5
	Inappropriate dosing system usage, resulting in dangerous conditions for operators and dangerous pool water conditions	3	5
Chemicals	Chemical gas release	3	5
	Chemical gas exposure	3	5
	Fire/explosion	3	5
	Inappropriate chemicals selected due to insufficient risk-assessment knowledge and skills	4	3
	Inappropriate reception of chemical deliveries (without the necessary checks and control measures)	4	4
	Inappropriate offloading of chemical deliveries resulting in spillage/chemical gas release	4	5
	Inappropriate offloading of chemical deliveries resulting in manual handling injury	3	3
	Inappropriate storage: incompatible chemicals stored too near one another/near a heat source/with insufficient ventilation	4	4
	Access to store not controlled or limited to authorised and trained personnel	4	3
	Incorrect management/disposal of chemical spillages	4	4
	Insufficient personal protection/emergency procedures	3	4
	Inappropriate backwashing, resulting in poor pool water quality and increased risk of microbiological colonisation of filter bed/filter breakthrough/cryptosporidium outbreak	4	5
General state of premises	Insufficient chemical storage and risk controls e.g. bunding, sheathing, alarms	4	4
	Insufficient outlet safety checks	4	4
	Unsafe floor conditions resulting in slips, trips and falls	4	4
	Pathogenic microorganisms	4	4
Hazards likelihood and impact scores (rounded averages)		**4**	**4**

Harmful events

Harmful events are damaging things that can happen as a result of a hazard.

They are scored on a scale of one to five in terms of likelihood of the harmful event occurring and the impact of the harmful event occurring, with one representing a very low likelihood or impact and five representing a very high likelihood or impact.

Those affected	Harmful events	Harmful event likelihood	Harmful event impact
Workers	Chemical burns	4	5
	Skin irritation or eye damage from direct contact with chemicals	4	5
	Thermal burns (from fire)	4	5
	Smoke inhalation	4	5
	Eye irritation	4	5
	Breathing difficulties	4	5
Contractors	Chemical burns	4	5
	Thermal burns (from fire)	4	5
	Smoke inhalation	4	5
	Eye irritation	4	5
	Breathing difficulties	4	5
Customers	Chemical burns	3	5
	Thermal burns (from fire)	3	5
	Smoke inhalation	3	5
	Eye irritation	3	5
	Breathing difficulties	3	5
Harmful events likelihood and impact scores (rounded averages)		**4**	**5**

Risk mitigations

Risk mitigations are techniques and strategies that are used to minimise risk levels and pare them down to tolerable levels. They are scored on a scale of one to five in terms of their impact on lowering risk, with one representing a very low impact and five representing a very high impact.

Risk mitigations	Risk mitigation factor
Evidenced completion of learning and development aligned with the CIMSPA Pool Plant Operative professional standard, for example, an Ofqual (or other) regulated Pool Plant Operative qualification developed and offered by a recognised awarding organisation and delivered by an approved training provider	4
Ongoing CPD	4
Completion of ongoing revalidation requirements	4
Risk mitigations score (rounded average)	**4**

Expertise evaluation

Expertise is the complexity of the functions required to perform the role.

1 = There is a very low level of expertise required to deliver the role requirements
2 = There is a low level of expertise required to deliver the role requirements
3 = There is a moderate level of expertise required to deliver the role requirements
4 = There is a high level of expertise required to deliver the role requirements
5 = There is a very high level of expertise required to deliver the role requirements

		Score
Occupation complexity	The key areas of knowledge that pool plant operatives must have are health and safety, chemistry, mathematics, physics and biology.	4
	Pool plant operatives also need to be physically able to carry out tasks including water testing; backwashing; and disassembling, cleaning and reassembling various components.	4
	Most come from a sport, recreation, hospitality or health background with no prior knowledge of plant operation or carrying out water tests. Therefore, both the theory and practical side of pool plant operations are likely new and it can take some time to become confident and competent.	4
	Some pool plant operatives will be responsible for pool plant operations more than others. For example, many leisure centres will have relief workers that cover holiday and sickness. As a result, they will not perform routine tasks frequently and must be protected against skill fade.	4
Occupation complexity average score (rounded average)		**4**

Population group complexity	Pool plant operative is largely a technical role, and occupation-holders often work in isolation rather than with participants or as part of a team.	1
Population group complexity average score (rounded average)		**1**

Environment complexity	Due to the site-specific variety of types of facilities, uses and users of the occupation, pool plant operatives must have a wide range of skills, knowledge and understanding to operate and maintain a safe pool and plant. E.g., indoor, outdoor, size/scale, type of use.	4
Environment complexity score (rounded average)		**4**

Additional technical requirements	Knowledge of how to use the specific plant room equipment for that site	3
	Knowledge of how to use the specific pool water testing equipment for that site	3
	Knowledge of how to conduct pool plant-related risk assessments and record keeping for that site	3
Additional technical requirements score (rounded average)		**3**

Expertise evaluation score (rounded average)		**12**

Appendix 2: Occupations, populations, environments and technical specialisms in scope

Below are the occupations, populations, environments and technical specialisms in scope of this policy, as determined by professional standards and combinations thereof, organised by industry area.

The Workforce Professional Development Committee for each industry is responsible for the standards for deployment for occupations within their industry.

Occupations

Industry and occupation combinations

Industry	Occupation
Exercise and fitness	• Group Exercise Instructor • Gym Instructor • Personal Trainer • Mat Pilates Instructor • Health Navigator • Aspiring Fitness Manager • Entry Fitness Manager • General Fitness Manager
Leisure operations	• Assistant Swimming Teacher • Swimming Teacher • Lifeguard • Recreation Assistant • Pool Plant Operative • Aspiring Leisure Manager • Entry Leisure Manager • General Leisure Manager • Senior Manager
Community sport	• Coaching Assistant • Coach • Aspiring Sports Development Manager • Entry Sports Development Manager • General Sports Development Manager • Aspiring Coaching Systems Manager • Entry Coaching Systems Manager • General Coaching Systems Manager
Performance sport	• Coach • Strength and Conditioning Trainer • Strength and Conditioning Coach
Education and training	• Tutor • Assessor • Coach Developer

Occupations and populations

Population professional standards have been designed to allow practitioners to demonstrate their expertise in specialist skills in these areas. They do not apply to leaders and managers or people developers.

Industry	Occupation	Population
Exercise and fitness	• Group Exercise Instructor • Gym Instructor • Personal Trainer • Mat Pilates Instructor	• Working with Children 0-5 • Working with People with Long Term Conditions • Working with Antenatal and Postnatal Clients • Working Inclusively – Working with Disabled People • Working with Inactive People • Working with Children • Working with Women and Girls • Working with Culturally and Ethnically Diverse Communities
Leisure operations	• Assistant Swimming Teacher • Swimming Teacher	• Working with Children 0-5 • Working with People with Long Term Conditions • Working with Antenatal and Postnatal Clients • Working Inclusively – Working with Disabled People • Working with Inactive People • Working with Children • Working with Women and Girls • Working with Culturally and Ethnically Diverse Communities
Community sport	• Coaching Assistant • Coach	• Working with Children 0-5 • Working with People with Long Term Conditions • Working Inclusively – Working with Disabled People • Working with Inactive People • Working with Children • Working with Women and Girls • Working with Culturally and Ethnically Diverse Communities
Performance sport	• Coach • Strength and Conditioning Trainer • Strength and Conditioning Coach	• Working with Antenatal and Postnatal Clients • Working Inclusively – Working with Disabled People • Working with Women and Girls • Working with Culturally and Ethnically Diverse Communities

Occupations and environments

Environment professional standards have been designed to allow practitioners to demonstrate their expertise in specialist skills in these areas. They do not apply to leaders and managers or people developers.

Industry	Occupation	Environment
Exercise and fitness	• Group Exercise Instructor • Gym Instructor • Personal Trainer • Tai Chi for Health and Wellbeing • Qigong for Health and Wellbeing • Mat Pilates Instructor	• Working in a Community Environment • Working in a School Environment – Out of Curriculum
Leisure operations	• Assistant Swimming Teacher • Swimming Teacher	• Working in a School Environment – Out of Curriculum
Community sport	• Coaching Assistant • Coach	• Working in a Community Environment • Working in a School Environment – Out of Curriculum
Performance sport	• Coach • Strength and Conditioning Trainer • Strength and Conditioning Coach	• Coaching in High-Performance Sport

Technical specialisms

Technical specialisms are standards that can be used to support the development of an individual after or concurrently as they achieve their core occupation. In context of this policy, technical specialisms are required to conduct the risk and expertise evaluation.

For example, the Coach professional standard forms the basis of the core occupation, but that needs to be evaluated in the context of the sport. This is because the role a coach plays is very different dependent on the sport; therefore, the associated risks and expertise will be different.

For example:

- A coach working in one sport could be very high compliance due to their need to operate heavy machinery or the need for them to work independently and in isolation.
- A coach working in another sport may be moderate compliance, as they work in a low-risk environment supported by a network of other people.

No two sports coaching environments have the same risks and expertise.

The safeguarding standards are often used as risk mitigations for front line occupations; by applying an understanding of safeguarding to all practitioners, this lowers the risk of safeguarding events occurring.

The Tai Chi and Qigong standards are technical specialisms. As they must be used in conjunction with the core professional standard of either Group Exercise Instructor or Coach, they are a technical addition for that activity.

Technical specialisms

- Safeguarding and Protecting Children
- Safeguarding Adults and Adults at Risk

Sport-specific technical specialisms

(Determined and owned by the relevant sports governing body).

- Tai Chi for Health and Wellbeing
- Qigong for Health and Wellbeing

Appendix 3: Glossary and definitions

Compliance score

The end outcome of an evaluation is a standards for deployment compliance score. This allows the occupation (and any combinations of relevant populations and environments) to be correctly categorised.

This score identifies the likelihood and impact of hazards and hazardous events and assesses what risk mitigations are in place. It also outlines the expertise required to perform the occupation.

The intention is to understand the proportionate level of compliance required for the occupation.

The categorisation of occupations allows us to group types of occupation and apply consistent standards for both initial training and ongoing review.

Industry

In the context of this policy, an industry is a subcategory of sector work defined by the place in which sport and physical activity services are delivered or the type of sport and physical activity service or product being delivered.

The sport and physical activity sector is made up of six core industries and supported by training, education and development as well as sector bodies. Each core industry offers different services and products for participants via their workforces (paid, volunteer or a blend of both) with the common goal of helping people lead active and healthy lives. The six industries are:

Physical activity

- **Exercise and fitness:** services, activities and venues that predominantly improve participant physical fitness.
- **Leisure operations:** services, activities and venues that predominantly improve participation in physical activity.
- **Health and wellbeing:** holistic services and activities that promote improvements across all aspects of health, sometimes involving health care and other non-sector professionals.

Sport

- **Performance sport:** competitive sport and activities including those in which athletes receive payment for their performance at professional, semi-professional and grassroots level.
- **Community sport:** sport/skill-based services, activities and venues that increase participation and develop skill, sometimes targeting under-represented groups and inequalities.
- **Adventure sport:** activities, services and venues both indoor and outdoor, improving participation in sport perceived as having a high level of risk.

Occupation

An occupation is a professional function delivering a service or product within the sport and physical activity sector that is distinct enough to have its competencies, knowledge and skills defined within a singular professional standard.

Examples of occupations within sport and physical activity include general manager, coach, personal trainer, swimming teacher and pool plant operative.

Occupations can be categorised as either:

- **Frontline:** occupations in sport and physical activity that directly service the needs of the participant

- **Support chain:** occupations in sport and physical activity that service the needs of the front line and/or the facilities

Occupational groupings

CIMSPA also uses three occupational groupings within sport and physical activity.

- **Practitioners:** frontline occupations that apply knowledge and skills to support people to achieve their fitness or sporting goals, for example sports coach, swimming teacher and personal trainer.

- **Managers and leaders:** all management and leadership occupations across the sector with clear linear progression from aspiring to entry to general to senior manager, for example, exercise and fitness manager, sports development manager and leisure centre manager.

- **People developers:** occupations that support, educate and assess peoples' competence to be practitioners and managers, for example, tutor, assessor, coach developer.

Right-touch regulation

Right-touch regulation is a concept developed by the Professional Standards Authority that describes how to regulate in a way that is proportionate to the level of risk to the public. It is based on good regulatory practices and can be applied to different sectors and types of regulators.

There are eight elements that sit at the heart of right-touch regulation:

- Identify the problem before the solution

- Quantify and qualify the risks

- Get as close to the problem as possible

- Focus on the outcome

- Use regulation only when necessary

- Keep it simple

- Check for unintended consequences

- Review and respond to change

The application of right-touch regulation through this policy will ensure that initial training and ongoing monitoring are both relevant and proportionate to the occupation and consistent across all employers and deployers in the sport and physical activity sector.

Source:

Sector bodies

Organisations providing professional standards, policy, guidance, funding and support to the sport and physical activity employers, deployers and workforce.

These include:

- CIMSPA

- Home nations sports councils

- Not-for-profit organisations and sector trade bodies such as ukactive, UK coaching and the Sport and Recreation Alliance

CIMSPA

Shaping a **recognised,** **valued** and **inclusive** sport and physical activity sector that **everyone** can be a part of.